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promote, as can no other nation, a policy of internationalism, which will bind together the nations in a union of mutual interest, and will hasten the peaceful progress of the economic and political integration of the world."

ARNOLD BENNETT HALL

UNIVERSITY OF WISCONSIN

New Ideals in Business. By IDA M. TARBELL. New York: Macmillan, 1916. Pp. 339. \$1.75.

Frankly and journalistically Miss Tarbell eulogizes the intelligent, kind, forceful employer. The new industrial leader is adaptive, conciliatory, and eager for light and discussion. In scores of plants he has introduced reforms in the ways suggested by the titles of Miss Tarbell's chapters: "Our New Workshops"; "A Fine Place to Work"; "The Gospel of Safety"; "Health for Every Man"; "Sober First"; "Good Homes Make Good Workers"; "A Man's Hours"; "A Man's Hire"; "Experiments in Justice"; "Steadying the Job"; "The Factory as a School"; and "Our New Industrial Leader." Although not unmindful of the claims of organized labor and unorganized consumer, she appears in her social theory to rely most on the efforts of an enlightened few who perceive the affinity between good business and general welfare. This aspect of the labor question should be stressed. The achievements of business men who have discarded the dogmas and harsh methods of the early stages of the great industry are notable and significant. Even the I.W.W. must admit that there is some leaven in the old lump.

It is true, unfortunately, that in the author's discussion a clear distinction is not drawn between those cases in which the employers' self-initiated plans actually do pay, and the improvements which advancing ethical and legal standards demand but which may not profit employers.

Miss Tarbell's story relates primarily to the employers who appreciate human nature sufficiently to devise methods of stimulating co-operation, decency, and fellowship in their employees within the limits set by the exigencies of business. There *is* a certain area of harmony between wages, profits, and personal good-will. Beyond, however, is a wilder border area in which titles are not clear and in which human interests, individual and group, other than those abstractly expressed by the word "employer" may have prior and just claim. The problems set by this area are the baffling ones of social readjustment; the former problems fall largely within the field of social statics and are easier.

Nevertheless, even in this field there are unsettled questions which the keen intelligence of scientific managers has not answered. Not to speak of the proper proportion of reward which should go to the workman under efficiency systems, the reader is struck by the following incident: "I once heard a safety expert of a great plant tell of giving \$75.00 to a worker for a suggestion which he said was saving the firm \$2,000 a year. The man said very frankly, 'The man himself, a foreigner who could speak very little English, was highly gratified; but I felt as if I were robbing him'; and his feeling was just" (p. 305).

The encouraging examples of profit-sharing, control of unemployment, housing, welfare projects, and scientific management which the author describes seem after all to represent but a small segment of the field of economic enterprise. Consequently, unwary readers who grow complacent and optimistic on reading Miss Tarbell's cheerful pages should hasten to consult the census returns on the number of factory establishments and the wages of women and children; they should read the tale of the opposition of employers to proposed legislation on safety, health, and child labor. At the same time a discriminating appraisal of the theory and practice of scientific management, which was made in Professor Robert F. Hoxie's report, may well be considered in order to connect Miss Tarbell's jubulations with the discords of industry. Finally, they should study the fundamental review of this book which was formulated by Mr. Robert G. Valentine in his survey of the factors involved in the problem of economic readjustment and printed in the preceding number of this *Journal*.

E. L. TALBERT

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Mental Conflicts and Misconduct. By WILLIAM HEALY. Boston: Little, Brown & Co., 1917. Pp. xi+325. \$2.50.

In four introductory chapters (77 pages) the author sets forth, in a simple fashion for the lay worker, the conceptions fundamental to psycho-analysis and the methods used in applying them in the field of juvenile misconduct. The bulk of the work (chapters v-xvi, 234 pages) is devoted to clinical histories of thirty-six cases of mental conflict in juvenile offenders. A final chapter of fourteen pages presents his conclusions.

This work, like others of Dr. Healy, presents the results of pioneer effort. It is the first series of analyses of conflicts in young offenders.